

**Internal Business Solutions  
Customer Delivery Improvement Plan**

## **Executive Summary**

The objective of the Internal Business Solutions (IBS) department at FairPoint is to improve customer delivery from order entry through payment, collections and repair. Since February 1<sup>st</sup> there have been significant strides in improving processes and system functionality allowing for better customer delivery. We recognize, however, that more work needs to be done and this organization will effect change by an "east-to-west" process to evaluate orders and business processes with a three pronged delivery schedule: short-term, intermediate and long-term.

To improve the customer experience we will focus on meeting our standard intervals as well as the service quality index measurements.

### **Short-term Process**

During the implementation of long and intermediate term plans there will be short-term / quick hit solutions that will be identified and implemented. Listed are a couple of the short-term initiatives in process now:

- Customer Delivery improvement –Aricent, a consulting company, completed an analysis of our customer entry portion of Siebel and identified systems enhancements. We have implemented a number of these enhancements resulting in the service representatives seeing improvement in the time it takes to enter an order as well as improve input accuracy which improves order flow-through. This means a better customer experience. The remainder of the enhancements are scheduled to be deployed by 10/15.
- Enterprise Services Group (ESG) Billing – In July a billing reconciliation began with a customer by customer review. During this process the errors that are identified are being corrected on the bills as well as the customer's accounts in Siebel. This initiative is scheduled to complete by the 10/30.

### **Intermediate Term Process**

The FairPoint IBS department has held a series of meetings with employees to identify end to end order and repair issues. Additionally similar meetings have been scheduled with subject matter experts selected by the CLEC community.

- **Internal**  
A series of meetings have been held with internal teams that include a representative from each business unit involved in service delivery. The IT organization participated as well, representing systems support. The focus of these meetings was to capture day to day trouble that the working teams have completing orders. Meeting objectives included discussion and mapping of process, systems and service order flow. The meetings stepped through the following processes:
  - POTS end to end
  - DSL end to end
  - Wholesale/ESG multiple order processes end to end
  - Repair focus group
  - Billing Wholesale and Retail

These meetings identified long-term and short-term required fixes and enhancements that have resulted in eleven projects being started. The work plans are being developed for these projects and will be completed by 9/23.

- **External**

A series of meetings have been scheduled with the CLEC community to identify service delivery concerns from a customer perspective. The IT organization will participate as well for system support. Meeting objectives include discussion and mapping of process, systems and service order flow.

The CLEC community has identified twelve companies to represent them at the face to face meetings. We have requested they represent all product sets as well as the three states and that the representatives are subject matter experts in the order entry and completion process.

The meetings will be in Portland and are scheduled as follows:

- 9/15 – Local Service Request (LSR)
- 9/16 – Access Service Request (ASR)
- 9/29 – LSR follow up
- 9/30 – ASR follow up

The CLEC's have been requested to bring examples of recent orders for which they have experienced order delivery problems. FairPoint subject matter experts for order flow as well as our systems will walk through the orders from entry to completion and identify trouble areas. The objective of these work sessions is to identify systems and process issues. The FairPoint team will take away identified issues and develop a solutions plan that will be delivered to the CLECs at the follow up meetings on 9/29 and 9/30.

### **Long-term Process**

The FairPoint IBS department will engage external vendors to evaluate processes and systems and successfully develop solutions to improve the customer delivery process. The external vendors must have proven success in customer order to payment, collections and repair business processes and systems analysis in the telecommunication industry. The following steps are being followed for evaluation and selection of the vendors:

- Identified and selected a group of experienced vendors with proven Telecommunication and FairPoint systems experience
- Request for Information (RFI)
  - Developed the RFI
  - Sent vendors RFI
  - Vendors have completed presentations in response to RFI
  - Top four vendors have been chosen
- Request for Proposal (RFP)
  - Developed RFP
  - Sent top four vendors the RFP
  - Vendors will send RFP response – statement of work and cost quote
- Vendor Selection
  - Choose vendors for project

- Contract with vendors
- Project team formed
- Evaluation phase
  - End to end evaluation order process
    - Vendors will sit with working groups
    - Evaluate systems and process
- Vendor builds solutions roadmap – deliver in mid-November

When the proposals are received FairPoint will determine if the vendors will support a portion or all of the implementation of the solutions. The determination will depend on complexity of the proposal and resource capability and availability internally to support the effort.

The Commission's staff will have periodic status reports as well as unencumbered access to meet with vendors as required.

Please note that there will be short-term solutions and fixes being implemented throughout the evaluation process.

#### **Conclusion**

Internal Business Solutions goal is to improve customer delivery from order entry to payment, collections and repair. We will complete the systems and process evaluation with our internal teams. We will evaluate, hire and engage external consulting firms for expert support to complete a deep dive evaluation of our process and system; they will deliver a problem statement and solutions map and proposal for solving the identified problems. We will work with our CLEC customers in evaluating the order process from a user perspective, understanding they bring a wealth of knowledge and experience. We will identify and implement short-term or quick hit fixes rapidly throughout the intermediate and long-term discovery phases.

The result of this effort will be better processes, improved system performance and most importantly improved customer delivery experience.

Project Start Date: 7/16/09  
Project Finish Date: 11/30/09

## Task\_Data

ID	Task Name	Duration	Start Date	Finish Date
1	<b>Systems / Process Resolution Plan</b>	110 d	7/1/09	11/30/09
2	<b>Program Steps</b>	110 d	7/1/09	11/30/09
3	<b>Long Term</b>	85 d	7/26/09	11/19/09
4	<b>RFI / RFP</b>	85 d	7/26/09	11/19/09
5	Develop RFI	1 d	7/26/09	7/26/09
6	NDA New Vendors	2 d	8/3/09	8/4/09
7	Send RFI to Vendors	1 d	8/7/09	8/7/09
8	RFI Vendor Meetings	3 d	8/25/09	8/27/09
9	Develop RFP	5 d	8/24/09	8/28/09
10	Send RFP to Vendors	0 d	9/4/09	9/4/09
11	RFP Response Due	7 d	9/4/09	9/14/09
12	Chose Vendors	1 d	9/17/09	9/17/09
13	<b>Discovery / Solution Development</b>	40 d	9/24/09	11/19/09
14	Vendor(s) OnSite	0 d	9/24/09	9/24/09
15	Vendor Evaluation Period	8 w	9/25/09	11/19/09
16	Vendor Submits Solution Proposal	0 d	11/19/09	11/19/09
17	<b>Intermediate</b>	41 d	8/5/09	9/30/09
18	<b>Internal End to End Meetings - Business Reps &amp; Cap / IT</b>	13 d	8/5/09	8/21/09
19	POTS E2E	1 d	8/5/09	8/5/09
20	DSL E2 E	1 d	8/6/09	8/6/09
21	Billing Collections Focus	0.5 d	8/7/09	8/7/09
22	Repair Focus	0.5 d	8/7/09	8/7/09
23	Wholesale Focus	1 d	8/12/09	8/12/09
24	ESG Focus	1 d	8/13/09	8/13/09
25	<b>Data Compilation / Evaluation</b>	8 d	8/12/09	8/21/09
26	Compile Meeting Issues	2 d	8/14/09	8/17/09
27	Compile existing CR / DR Lists	4 d	8/12/09	8/17/09
28	Combine new and old CR / DR Lists	5 d	8/17/09	8/21/09
29	<b>CLEC End to End Meetings - CLEC, Business Reps, Cap / IT</b>	12 d	9/15/09	9/30/09
30	LSR Meeting Portland	2 d	9/15/09	9/16/09
31	ASR Meeting Portland	2 d	9/29/09	9/30/09
32	<b>Short Term</b>	110 d	7/1/09	11/30/09
33	<b>Customer Services</b>	78 d	7/1/09	10/15/09
34	Siebel Fixes - Aricent Solution	78 d	7/1/09	10/15/09
35	<b>Billing</b>	80 d	8/11/09	11/30/09
36	<b>ESG Billing</b>	59 d	8/11/09	10/30/09
37	Temps Hired	0 d	8/11/09	8/11/09
38	Kenan Developer onsite	1 d	8/19/09	8/19/09
39	Reconciliation	10 w	8/24/09	10/30/09
40	<b>Wholesale Billing - Contract Focus</b>	67 d	8/28/09	11/30/09
41	Kick-Off Meeting	0 d	8/28/09	8/28/09
42	Contracts evaluated & entered into Siebel	13.4 w	8/28/09	11/30/09
43	<b>POTS E2E</b>	18 d	8/31/09	9/23/09
44	Work Plan Development	18 d	8/31/09	9/23/09
45	<b>DSL E2E</b>	18 d	8/31/09	9/23/09
46	Work Plan Development	18 d	8/31/09	9/23/09
47	<b>Collections</b>	10 d	9/10/09	9/23/09
48	Work Plan Development	10 d	9/10/09	9/23/09
49	<b>Repair</b>	14 d	9/4/09	9/23/09
50	Work Plan Development	14 d	9/4/09	9/23/09
51	<b>Wholesale End to End</b>	16 d	8/28/09	9/18/09
52	Work Plan Development	16 d	8/28/09	9/18/09

53	ESG - E2E	7 d	9/10/09	9/18/09
54	Work Plan Development	7 d	9/10/09	9/18/09
55	Directory Listings	18 d	8/26/09	9/18/09
56	Work Plan Development	18 d	8/26/09	9/18/09
57	Address Reconciliation	18 d	8/26/09	9/18/09
58	Work Plan Development	18 d	8/26/09	9/18/09
59	Ecustomer	15 d	8/21/09	9/10/09
60	Kick-off	0 d	8/21/09	8/21/09
61	Work Plan Development	15 d	8/21/09	9/10/09
62	Change Request Management	24 d	8/17/09	9/18/09
63	CR Process Developed	5 d	8/17/09	8/21/09
64	Train SPOCS	2 d	9/15/09	9/16/09
65	Implement Process	0 d	9/18/09	9/18/09